



Improving the Tradecraft in Services Acquisition

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Well Documented Problem

House Armed Services Committee Report excerpts: 2010

...challenges with the requirements process are a major factor in poor acquisition outcomes. Most concerning was the fact that the requirements process for the acquisition of services, the largest category of acquisition, is almost entirely ad hoc.

Defense Science Board Task Force Report March 2011

DOD should systematically improve training for personnel involved in services acquisition and oversight

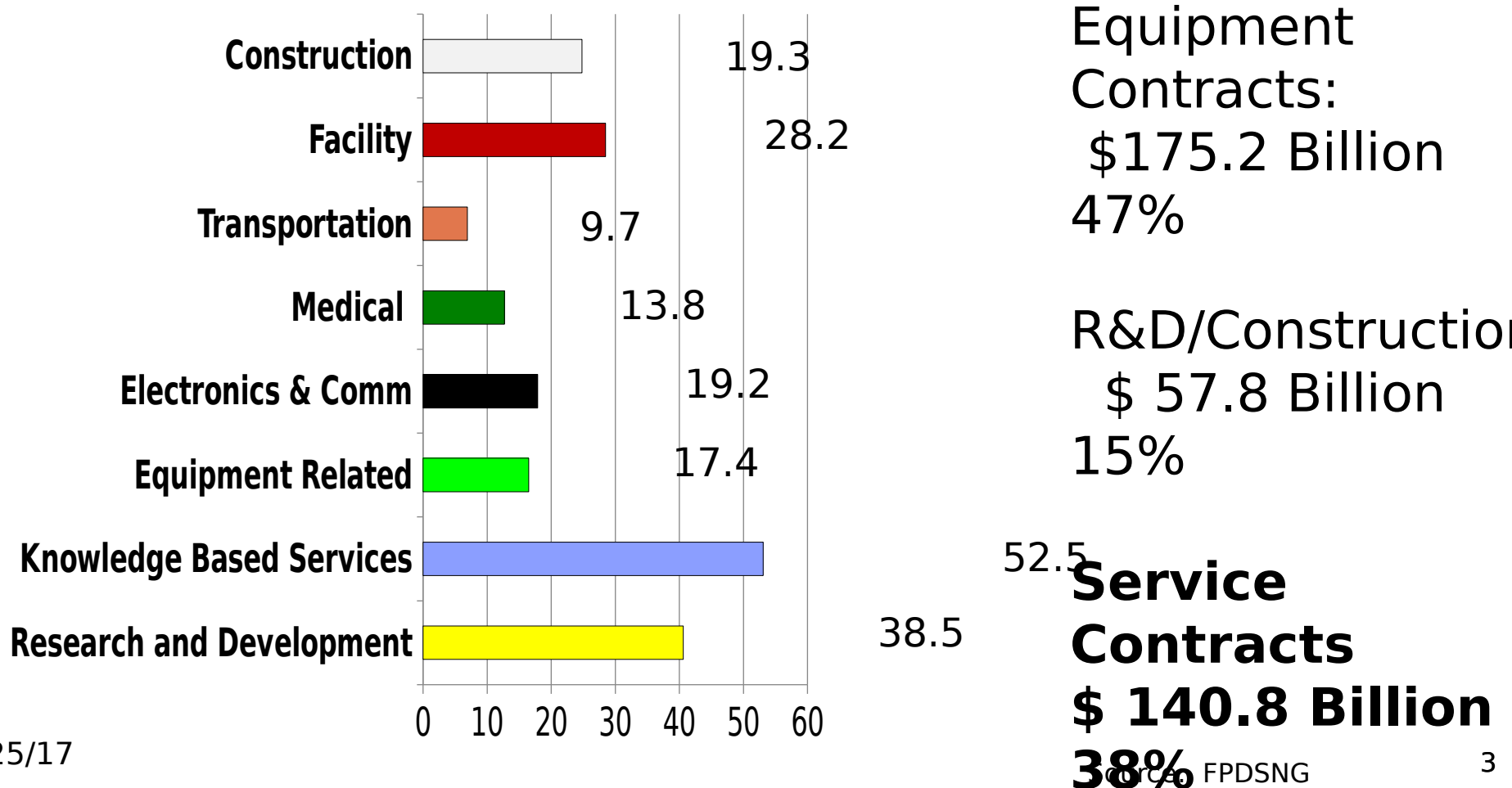
GAO Report, September 2011



DOD FY 11 Dollars Spent

DoD Total Contract Spend: \$ 373.8 Billion

DOD Service Categories Spend in Dollars





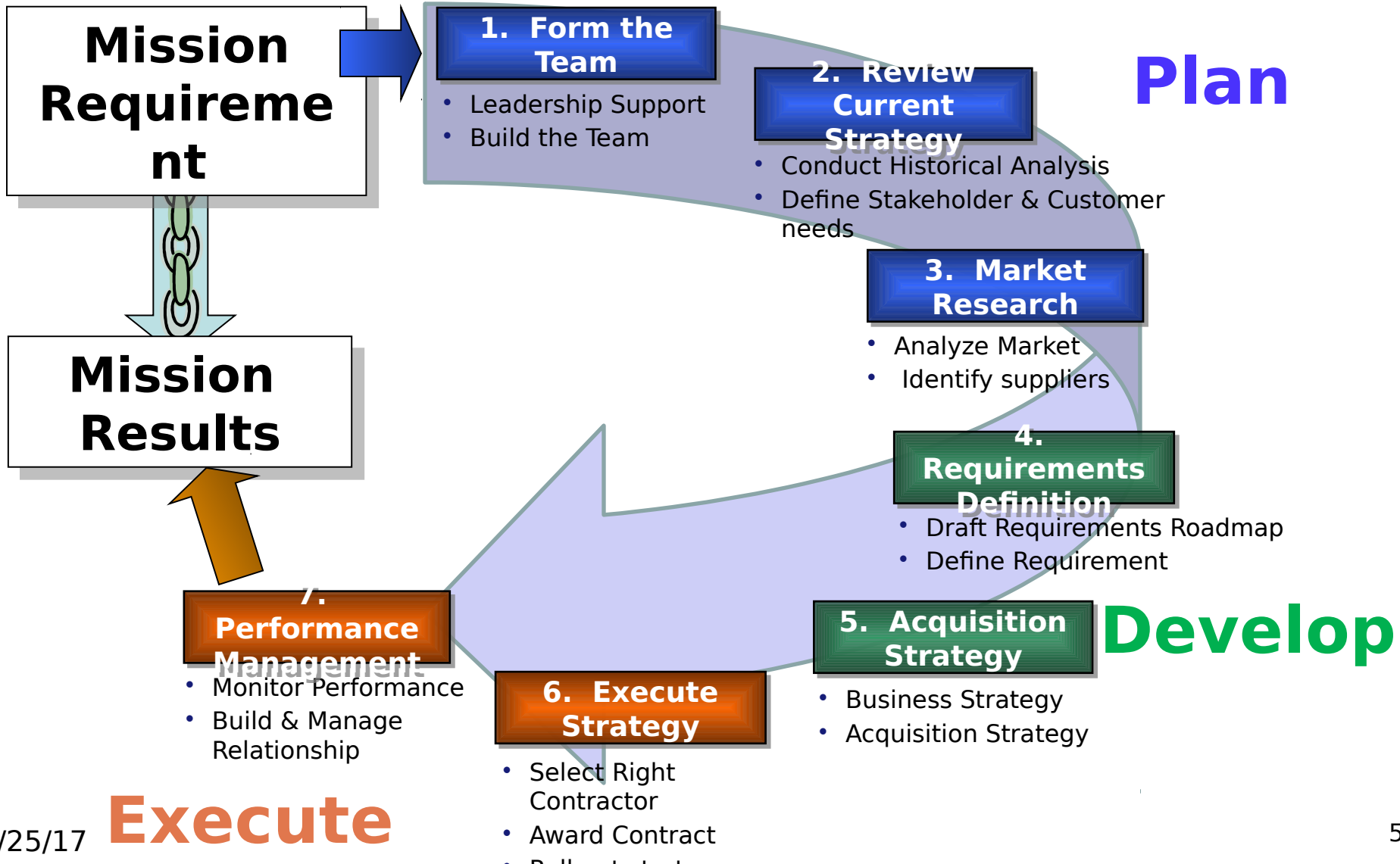
Solutions: Standard Services Acquisition Process

2011 DOD Guidebook for the Acquisition of Services

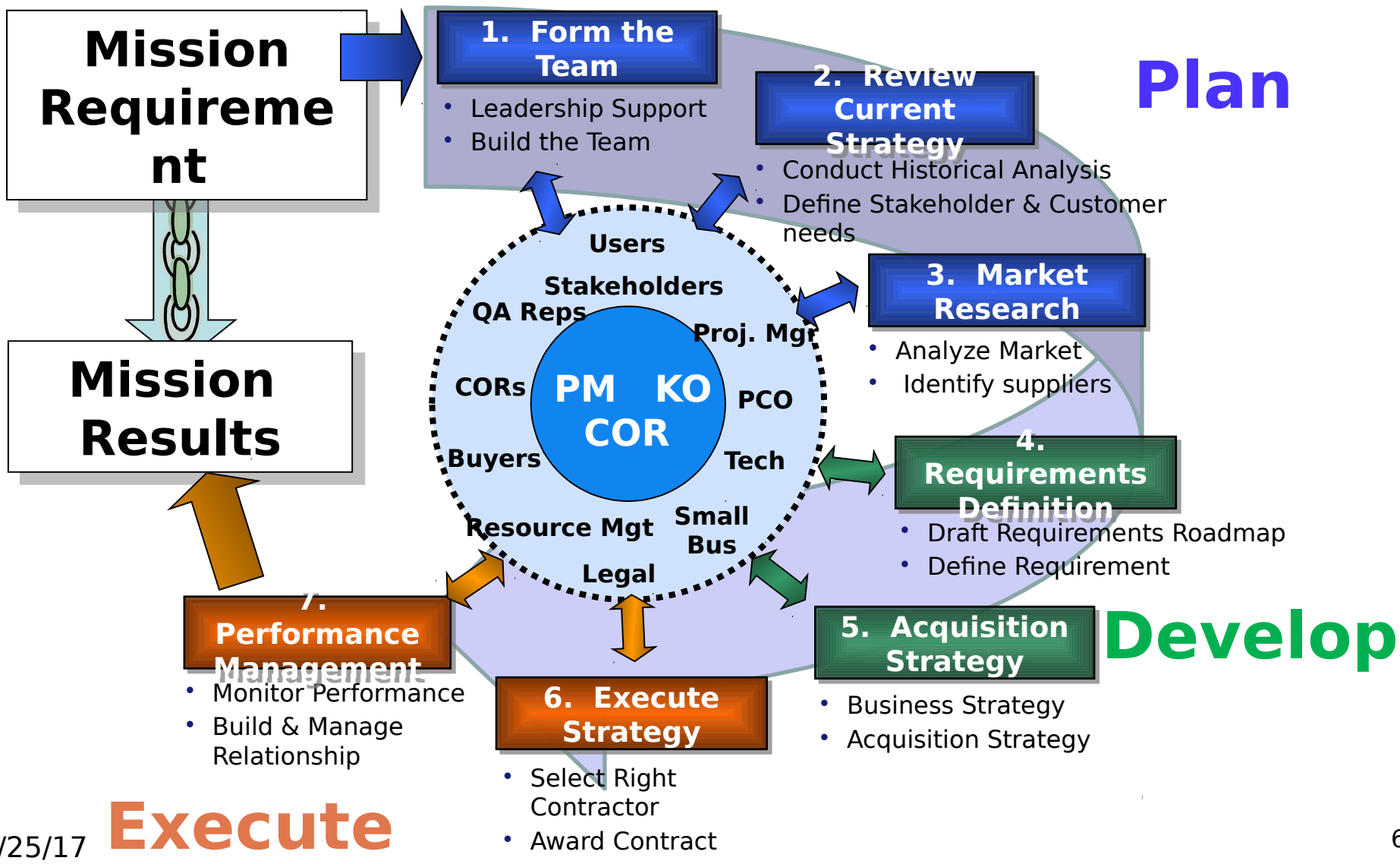
- Defines a standard Services Acquisition Process
- Includes Project Plan for team to use in planning their acquisition
- Available on the ACE for Services site -

<https://acc.dau.mil/CommunityBrowser.aspx?id=472568&lang=en-US>

Services Acquisition Process



Services Acquisition Process





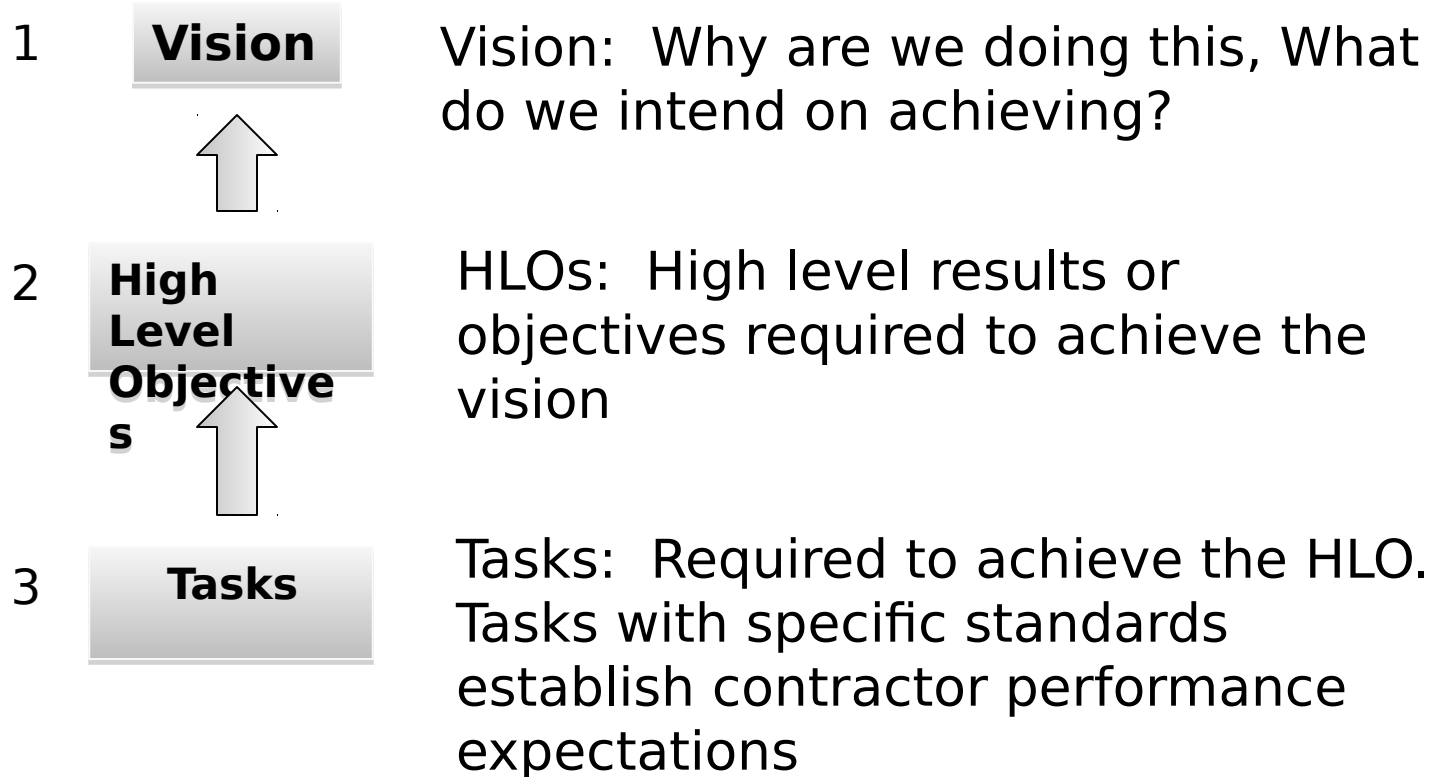
Project Plan supports each step of the Seven Step process

If task does not apply to the acquisition, it is grayed out

					Responsible	Duration	Target Due	Accountable	Contributor	Informed
2	Review Current Strategy									
2.1	Identify current initiatives/contracts				Connie		Complete	Connie		
2.2	Review and document current performance (cost, quality, schedule)									
	2.2.1	Review current stakeholder issues			Connie		Complete	Jerry		
	2.2.2	Document current metrics			Connie		Complete	Jerry	Sue	Jerry
2.3	Begin program risk identification (cost, schedule, performance)				Jerry		Comp / On-going			
2.4	Document current processes									
	2.4.1	Detail user/customer requirements, acquisition process, service steps, supplier functions, and contingency processes			Connie		30-Jun	Connie	Sue	Sandy/Kathleen
			Document process for new construction up to requirements package		Sandy		30-Jun	Connie	Annalaura	Sue
			Document process for replacement up to requirements package		Sandy		30-Jun	Connie	Annalaura	Sue
			Document process from requirements package to award of delivery order		Connie		30-Jun	Connie		
			Document process for service		Sue		30-Jun	Connie		
	2.4.2	Document current cost of the product/service			Sue		Complete	Connie		
	2.4.3	Identify challenges associated with the product/service								
	2.4.4	Understand the impact of contingency operations								
	2.4.5	Understand the effect on small business participation			Connie		Complete	Connie		
	2.4.6	Understand local command funding authority								
	2.4.7	Understand effects of bundling and/or consolidation, if applicable (n/a if SB only)			Connie		Complete	Connie		
2.5	Determine Status of GFP/GFM/Facilities									
	2.5.1	Determine availability, serviceability, etc (status)								
	2.5.2	Determine disposition planned for current and future								
	2.5.3	Determine replacement costs, life cycle expectations, repair costs								
2.6	Conduct Spend Analysis									
	2.6.1	Review spend analysis specific to the product / service group			Connie		Complete	Jerry	Sue	Jerry
	2.6.2	Identify any potential subcategories			Connie		Complete	Jerry	Jerry	
	2.6.3	Gather additional spend data as required			Connie		Complete	Jerry	Jerry	
	2.6.4	Gather, cleanse & interpret gov't spend data			Connie		Complete	Jerry	Jerry	Sue
	2.6.5	Understand total cost of ownership						Jerry	Jerry	
2.7	Understand current and future program requirements for (Have AMC & AMC)				Connie		15-Jun	Jerry	Maj Leighton	MAJCOM Reps
2.8	Review current and statutory requirements (what changed since last				Sue		30-Jun	Connie	Sandy	

Must have names to assign responsibilities

Requirements Analysis



Completing the Roadmap provides the framework for the PWS, PRS and QASP

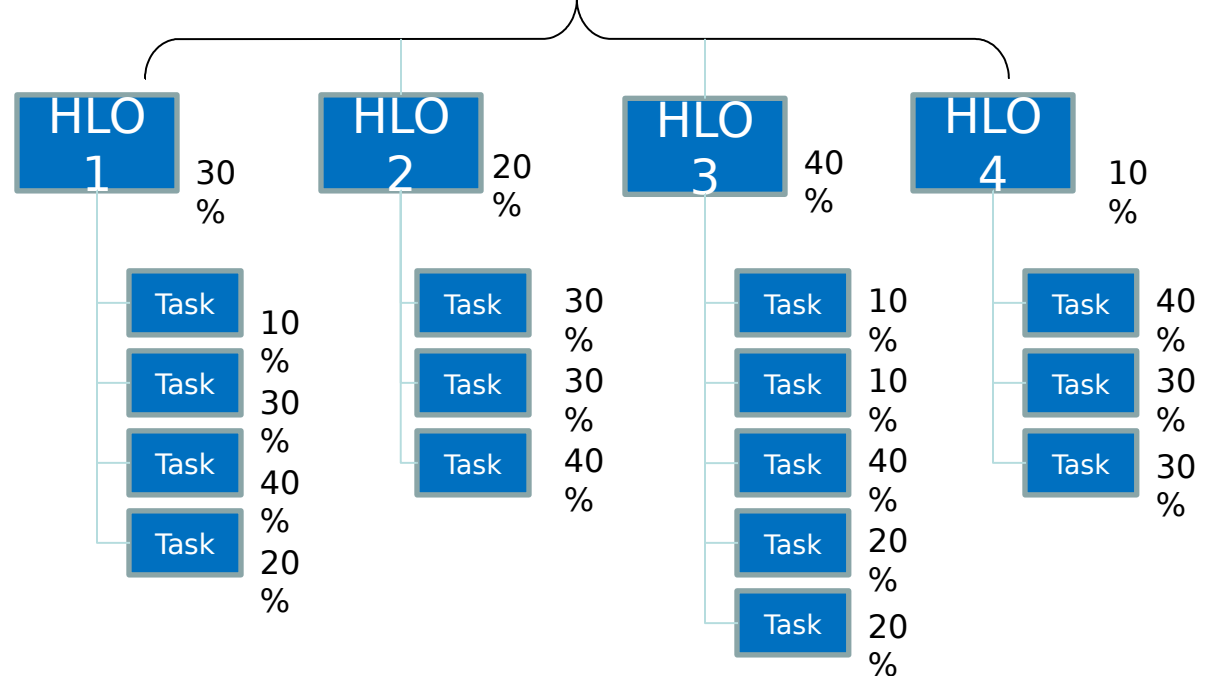
Work Breakdown Structure for Service Performance Work Statement (PWS)

WBS Level 1: Vision



WBS Level 2:
High Level
Objectives

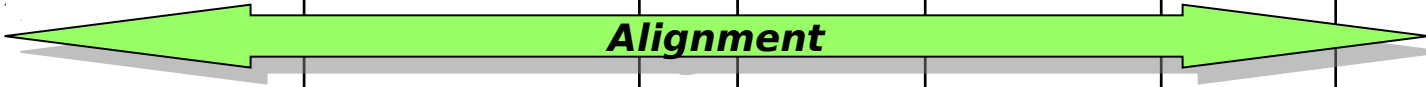
WBS Level 3:
Performance
Tasks



Note: This sample contains weightings for each task and HLO for performance assessment purposes

Requirements Roadmap Worksheet

Vision: _____

	Performance			Assessment/Inspection			
High Level Objective # _____	A: Result B: Context C: Action	Standard D: Cost, Quality, Timeliness	D: AQL	E: What will be Inspected	F: How will it be Assessed/ Inspected	G: Who is responsible	H: Incentive or Remedy
Supporting Tasks							
							

Roadmap provides linkage for PWS, QASP and Acquisition Approach

Acquisition Vision
Stakeholder Desired Outcomes

- A.....
- B.....
- C....

Developed in Steps 1, 2 & 3

Requirements Roadmap

Task	Standards	AQL	Inspection	Incentive

Developed in Step 4

Performance Work Statement or SOW

Quality Assurance Surveillance Plan

Business Strategy Evaluation Factors for Section M

Developed in Step 5



SAM - Service Acquisition Mall

- Website to promote collaboration among acquisition workers at all levels of government.
- Provides a “hands-on” resource for getting real world examples for writing performance based contracts.
- Follows DOD Guidebook for the Acquisition of Services

Organized by Service Portfolio Groups containing:

- Best practices
- Training, guidance, and videos
- Knowledge repository
- Keyword search
- Tools to plan, develop, and execute service requirements

4.x Online today at:
<http://sam.dau.mil>





ARRT – Automated Requirements Roadmap Tool

A **job aid** using **standard templates** for PWS, QASP and PRS to help you organize and write performance requirements following the **1.5 Online today** <http://sam.dau.mil/arrt> Requirements Roadmap process.

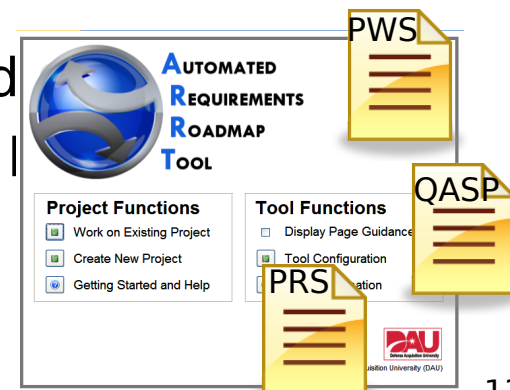
Builds your documents

- Performance Work Statement (PWS)
- Quality Assurance Surveillance Plan (QASP)
- Performance Requirements Summary (PRS)

Provides an easy to use Step by Step Approach

- Wizards provide guidance to help build documents

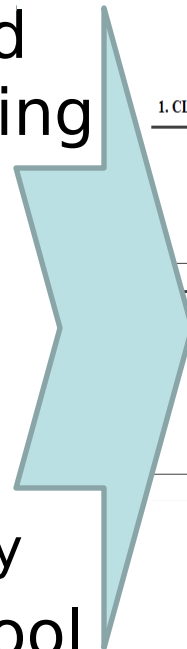
- Over 1,100 downloads since 15 Feb 10
- Runs on Microsoft Office applications
- Generates Microsoft Word documents for use in your acquisition
- Proven methodology for I
- ARRT Community of Practice on DAU's ACC



ARRT

(Automated Requirements Roadmap Tool)

- ARRT guides user to define requirements with a structured thought process using standard templates for completing
 - Performance Work Statement
 - Quality Assurance Surveillance Plan
 - Performance Requirements Summary
- ARRT is a MS Access Tool



Performance Work Statement (PWS) - Draft
Project / Requirement Title
1. CLEO Support Services
Project Vision
Introduction

PWS Template

Quality Assurance Surveillance Plan (QASP) - Draft
1. CLEO Support Services

QASP Template

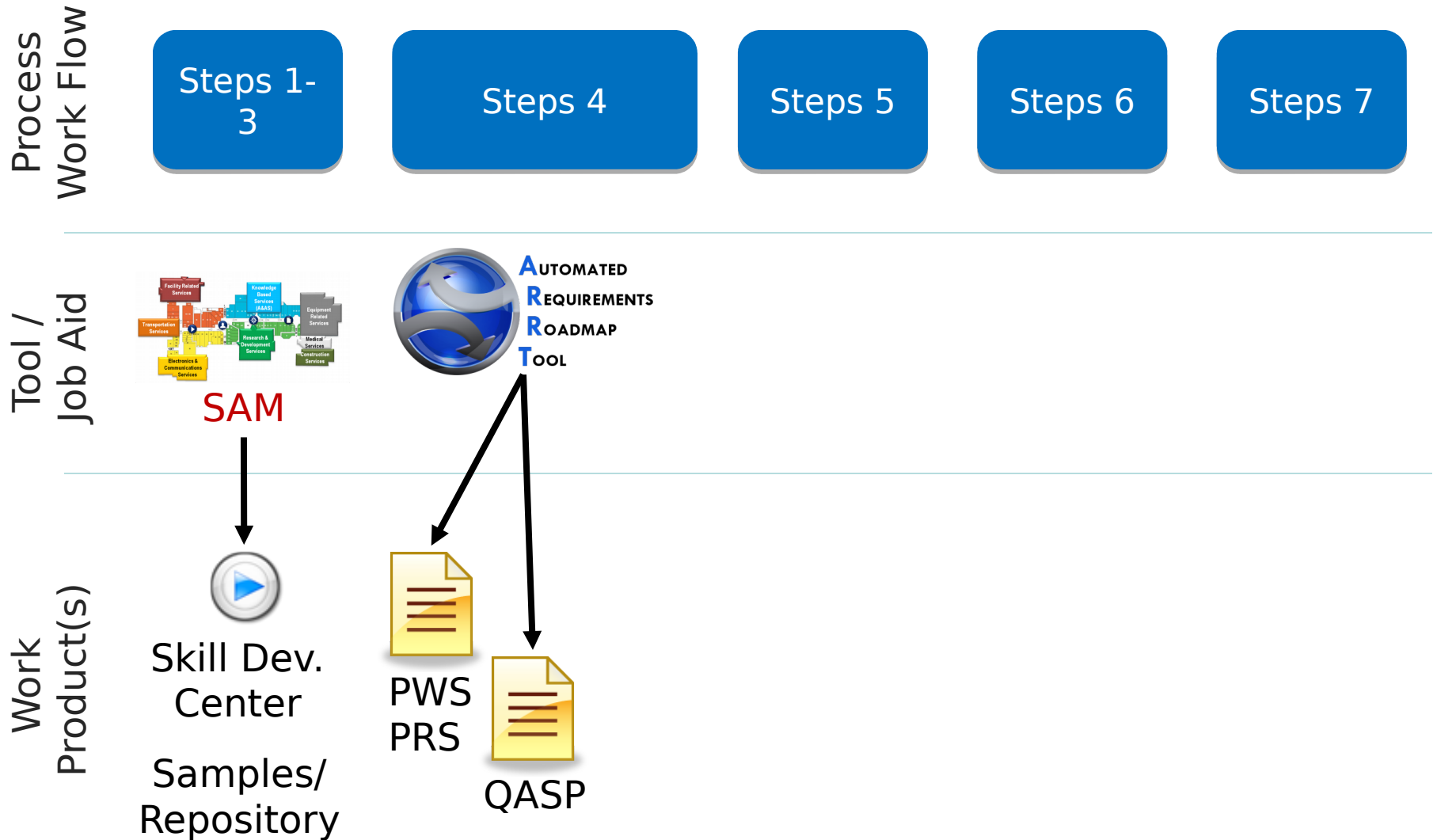
Performance Requirement Summary (PRS) - Draft
1. CLEO Support Services

PRS Template

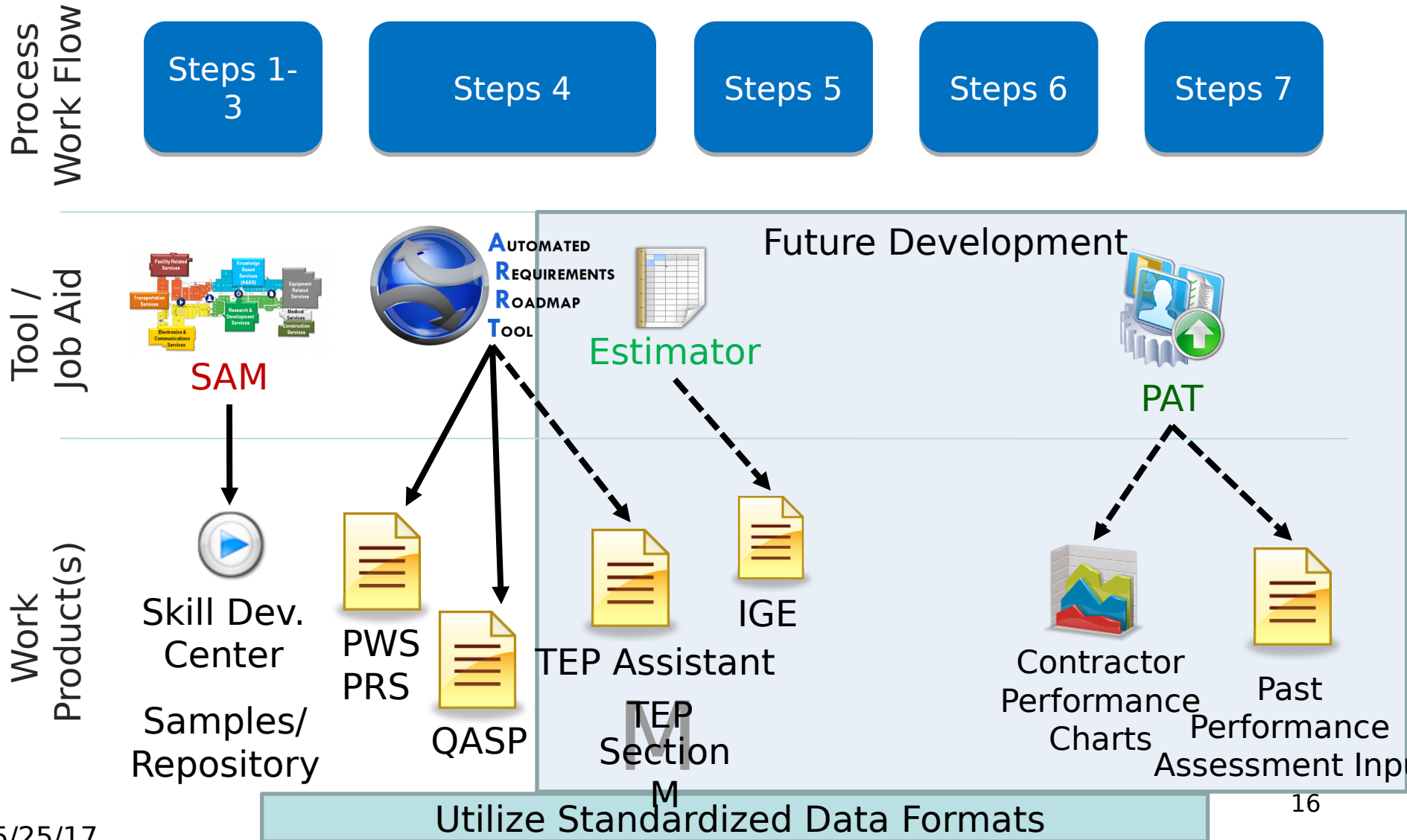
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Align Process and Tools



Alignment of Process and Tools



Process Focused Tools



SAM



**TEP
section**



PAT



Estimator

- **SAM** - Service Acquisition Mall
 - Online resource for Performance Based Service knowledge and tools.
- **ARRT** – Automated Requirements Roadmap Tool
 - Compose Performance Based Service Requirements
 - Generate PWS, QASP, PRS
 - 2.0 will provide task weighting for TEP and PAT
- **Technical Evaluation Plan Assistant (TEP Assistant)**
 - Guides user in determining key areas for the technical evaluation plan (TEP) for section M of RFP
 - Technical proposal, management plan, key personnel
 - Template to recommend relative order of importance
- **PAT** – Performance Assessment Tool
 - Monitor and track contractor performance based on PWS
 - Supports incentives documentation
 - Generate contractor performance reports (CPARS inputs)
- **Estimator**
 - Develop your Independent Government Estimate (IGE)
 - Use interview approach and cost estimation assistance



Courses and Tools

- Courses:
 - ACQ 265 Mission Focused Services (4 days)
- Workshops:
 - Service Acquisition Workshop (4 days)
- Service Acquisition Mall
<http://sam.dau.mil>
 - Training, tools and demo videos
 - ARRT download
- ARRT Demo